

27 October 1983

AH. ER 83-46011-3

MEMORANDUM FOR THE DCI

SUBJECT: HIC Continuity and "Other Cultural Assets"

1. Acting on your note, I have contacted [redacted] (HIC Curator), 25X1
[redacted] (CIA Historian), [redacted] (Director of OTE's Center for 25X1
Intelligence Studies), [redacted] (the "CIA Academic Coordinator") in George 25X1
Lauder's office, [redacted] (whose CT Task Force included "The Academic 25X1
Associates Program"). I also consulted the Deputies, the IG and the Director
of Personnel. In addition, I took a nostalgic trip through the historical
writings on the CT (then JOT: Junior Officer Trainee) program; academic con-
tacts were expected to be a major source of recruitment spotters for JOT program.

2. All have agreed that HIC should be retained. As to [redacted] replacement: 25X1
there is general agreement with Ed's view that the HIC curator need not be either
a historian or a librarian, although a bent for either or both is desirable, but
he or she must know the Agency and the intelligence process, particularly the DO--
which, along with the ODCI, accounts for 90% of the HIC customer world. [redacted] 25X1
a DO officer on the IG Staff, is a good candidate, is in fact writing a book himself
on the history of South Carolina in which his family played a significant role. He
is currently out of the country on an inspection and is unaware of his possible
candidacy. He is an SIS-2.

3. I found no compelling reasons for centralizing the several related "cultural
assets" except perhaps [redacted] Academic Coordinator role when he retires 25X1
(December) with the CT Task Force Academic Associate's Program, which now includes
[redacted] believes that HIC, as 25X1
a special collection, is well placed in OCR and, in fact, believes that its external
reference focus is antithetical to the controlled internal focus of the History
Program. No one, except the Director of the Center for Intelligence Studies, and
his chain of command, saw advantage in putting all the pieces in the Center.

4. There is Agency advantage in having a generic focal point to oversee the
many contacts the Agency has with academia, to serve as initial contact for
analysts or [redacted] if desired, to answer questions or respond to re- 25X1
quests for speakers from academia and to provide the faculty-contact framework
from which student referrals for subsequent employment can come. But it is also
desirable to maintain continuing contact, after initial introduction, between the
DDI, [redacted] the Offices of Training and Personnel and individual colleges or 25X1
universities. The Center for Intelligence Studies should continue its well-
received Seminar Series, which includes invited academics, as should the DDI
continue, and expand, its university contacts.

5. The Center's conference/seminar program appears to be thriving; in 1982-83
six conferences were held, on topics ranging from the "Clerical Environment of the
1980s" to "Ethics and Intelligence". Next week, 27 university and college pro-
fessors who offer student courses in intelligence are participating in a session
entitled "Conference on U.S. Intelligence: The Organization and Profession" - the
conference having been requested by the Career Trainee Task Force. The Center's
Interdirectorate Seminar, with 45 middle and senior-level officers from all four
directorates, meets regularly and has been very well received. The only members
who dropped out did so because they were retiring.

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6. Studies in Intelligence, now in its 28th year, after languishing a bit three years ago, appears to have re-established its stature as the Center's prestige journal. In addition, 40 monographs of varying quality have been produced, primarily by DCI Fellows - a program started by DCI Turner and not very well supported by line managers. A current project of considerable potential interest is a demographic profile of the Agency by a professional demographer. The problem with the Fellows program is the classic one of line managers not encouraging their better people to take sabbaticals.

7. [] History Program is well-known to you. It is limited, today, to a series of DCI histories being written by [] Jack Smith, and Dick Lehman, with some input by John Bross; Walt Elder also did a fair amount on John McCone, before Walt became ill. In addition, [] is doing a general history of CIA and one other piece, on early reconnaissance collection, is being prepared. The history program, begun by Bedell Smith in 1951 was re-validated in 1980 in a report submitted by [] Chairman of an Agency-wide History Advisory Committee, with significant input from [] distinguished military historian, who served as a consultant to the Committee. A History Advisory Board, consisting of the DDs as members; Chief, History Staff as Executive Secretary; and ExDir as Chairman was established on 2 December 1982.

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8. Conclusion: Although there does appear to be some gain in combining the Academic Coordinator [] activity in Lauder's shop and the Academic Associates (CT Task Force) activity now in the Office of Personnel, I do not suggest it at this time. Let Bob Magee size the whole recruiting effort. [] and two of his CT Task Force colleagues preferred collocation within the Office of Public Affairs; Magee is not anxious to take on the non-recruiting functions that collocation within OP would entail, and he notes, correctly, that the long-range purpose of the Academic Associates program is recruitment. The CT folks felt strongly that their Academic Associates Program should not be decentralized, as Magee had planned, in his new OP reorganization by geographic region. After my conversation with Magee, he is inclined to keep the Program as a unit, thus removing the issue. Lauder has accepted this conclusion and has a good replacement for []; he will have to replace [] (long-time "CIA Briefer"), who is retiring in December also.

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9. Suggestions:

- a. Affirm the validity of the several activities described above but keep them organizationally separate, retaining, at least for now, the Academic Associates Program as a unit in the Office of Personnel.
- b. Reassess the DCI Fellows program in the Center for Intelligence Studies.
- c. Charge me with ensuring a continuing dialogue among Personnel, Training, and Public Affairs so that we know what we're doing and can convey that as fact to individual campuses.

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